

FISCAL 2010 ANNUAL REPORT



City of Arlington, Texas Fire Department

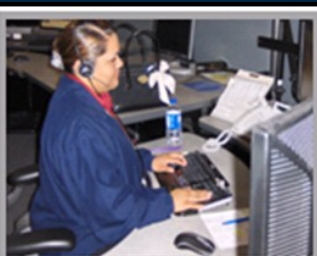
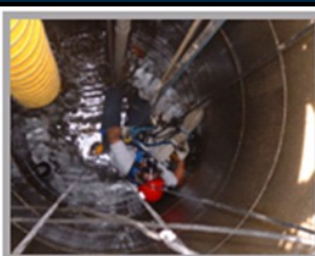
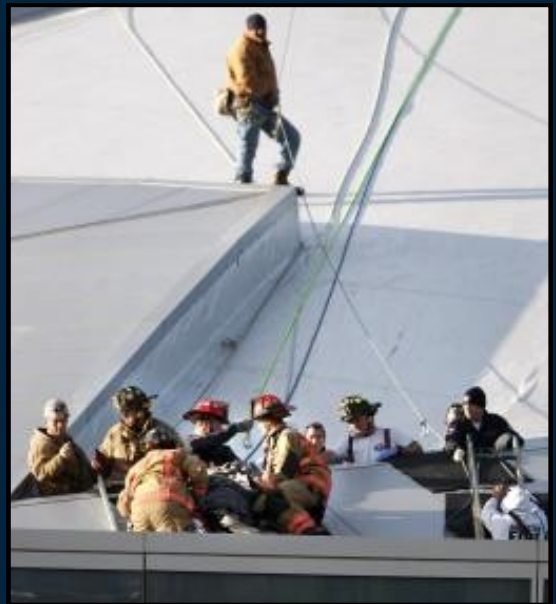
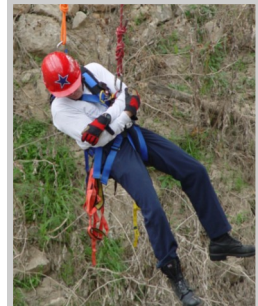
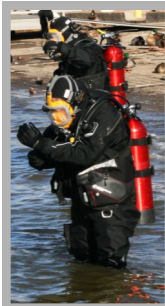


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City Council

The Mayor and Districts 6, 7 and 8 are elected at-large and represent the entire city.



Dr. Robert N. Cluck
Mayor



Robert Shepard
District 6



Jimmy Bennett
District 7



Gene Patrick
District 8



Kathryn Wilemon
District 4



Mel LeBlanc
District 1



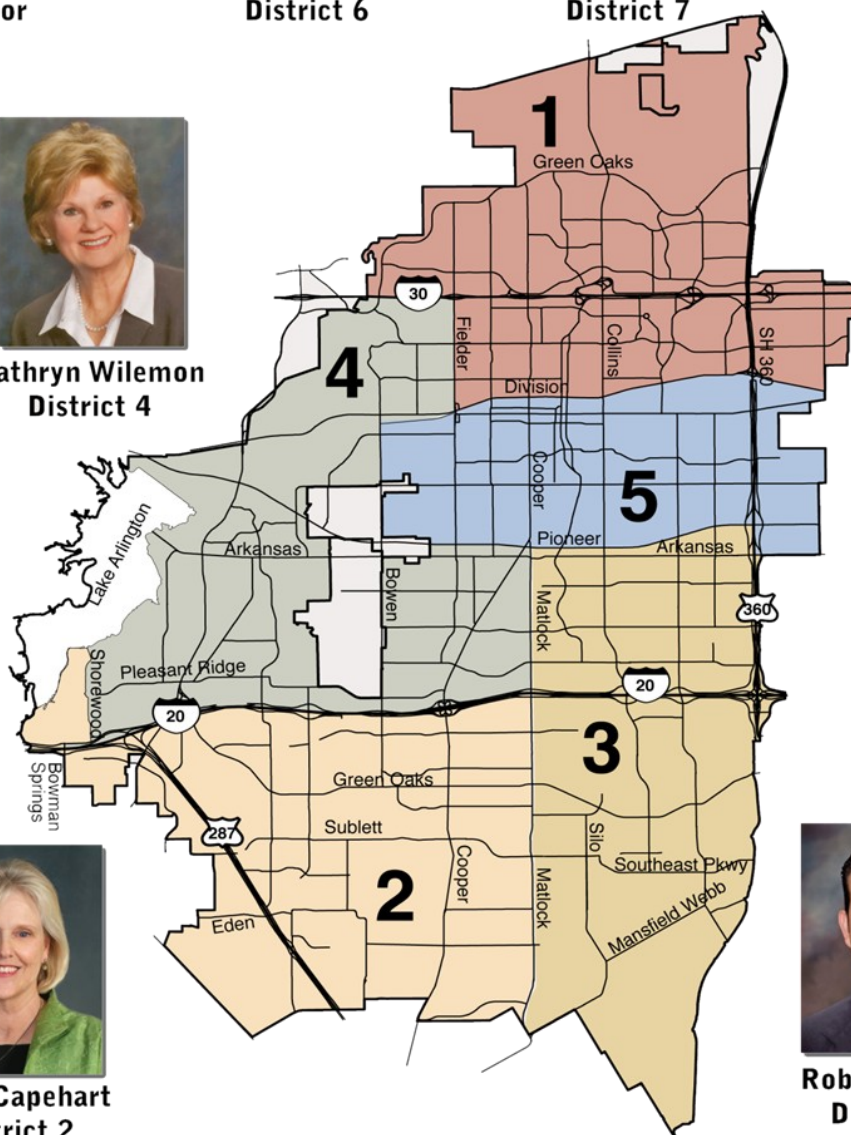
Lana Wolff
District 5



Sheri Capehart
District 2



Robert Rivera
District 3



City Manager's Office

The City of Arlington operates under the Council-Manager form of government. Under this system, the City Council appoints the City Manager who acts as the chief executive officer of the government. The City Manager carries out policy and administers city programs. The City Manager has three Deputy City Managers responsible for Neighborhood Services, Economic Development & Capital Improvement, and Strategic Support.

The Arlington Fire Department is a member of the Neighborhood Services Team. Deputy City Manager Trey Yelverton leads the five city departments associated with Neighborhood Services.

The Neighborhood Services Team includes: Fire, Police, Parks & Recreation, Libraries and Community Services Departments.



Jim Holgersson
City Manager



Trey Yelverton
Deputy City Manager
Neighborhood Services



Fiona Allen
Deputy City Manager
Economic Development



Gilbert Perales
Deputy City Manager
Strategic Support

City of Arlington Performance Plan



VISION

MISSION

VALUES

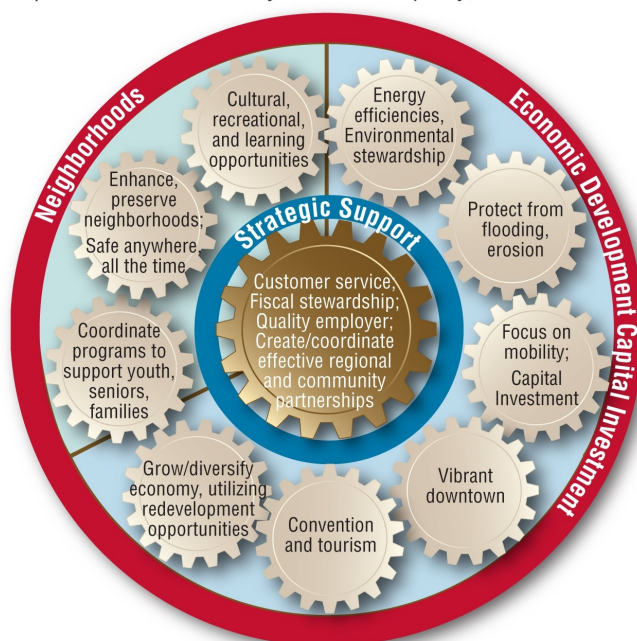
Arlington is committed to being a pre-eminent city, providing an exemplary environment in which to live, learn, work and play.

VISION

MISSION

VALUES

The City of Arlington enacts the will of the people through their active, inclusive participation and provides the services they demand in a quality, cost effective manner.



VISION

MISSION

VALUES

Working Together To Make Arlington Better

Responsiveness and Respectful to our customers and co-workers

Innovative in identifying possibilities, exploring options, and creating solutions

Committed to excellence

Relating to our customers and each other with **Integrity**

- The City provides outstanding customer service
- Staff exceeds expectations in delivering core service and daily operations
- Uphold the highest professional and ethical standards
- City values diversity, creates positive relationships and maintains effective partnerships with the community and organizations
- City achieves results through planned actions and measurable performance

Arlington Fire Department



The Arlington Fire Department team's mission is to meet and exceed our community's needs and expectations by providing high quality emergency response, life safety and community support services.

From the Chief



"Our goal is to position the AFD as the preeminent Fire Department in the region through providing state of the art services by highly-trained professionals in all areas of emergency response. We're an open, inclusive and caring team, where our members share a bond of duty, honor and loyalty with one another and with the community. Together the members of the Arlington Fire Department represent a positive and opportunistic organization focused on making a noticeable difference in the community we serve."

*Don Crowson
Fire Chief*



- **Prepared for Duty**
- **Serving with Honor**
- **Responding with Compassion**
- **Committed to Professional Excellence**

Prepared for Duty – Our members will do everything possible to ensure our “service” organization is at an optimum state of readiness when called upon to respond at a moment’s notice. Our team will be properly trained, equipped, supported and focused on **safe, immediate response and service**.

Serving with Honor – This is how we do business. We’re an organization of honorable people in an honorable profession. Our community can be assured that the Arlington Fire Department is a trusted and reliable team dedicated to “doing the right things right.” It’s not a catch phrase, it’s the way we do business, it’s how we communicate and it’s how we relate with others in and outside our organization.

Responding with Compassion– Our Department is a people oriented service organization focused on helping those in need. In many cases we’re the only “safety net” or “option” a citizen may have when they’re in a desperate or hopeless situation. It’s our willingness to follow through on problem resolution that makes the difference here. Our words, backed by our actions, show that we’re an organization that cares.

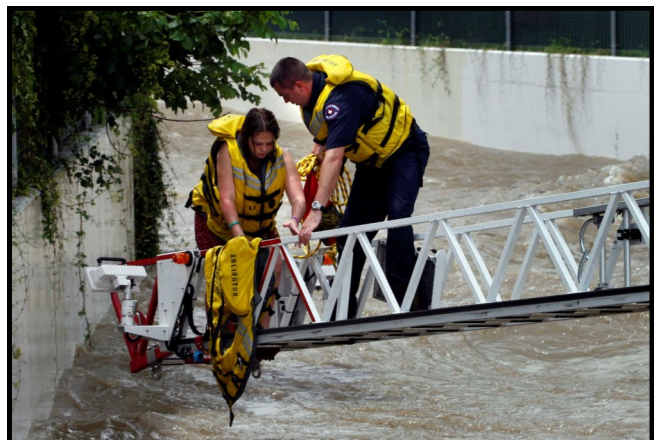
Committed to Professional Excellence – At the Arlington Fire Department we intend to “set the standard” in everything we do. We will provide our members with the means, skills and education to provide outstanding professional services. Our leaders and professional staff will do whatever is necessary to provide and maintain exemplary services for the citizens and visitors of Arlington. It is our focus, it is our commitment.

In the Arlington Fire Department, we embrace both community and business partnerships and are constantly working to improve the services we provide through innovation and thorough process review. The AFD provides the following services:

- Fire Suppression/Rescue
- Advanced Life Support-Emergency Medical Services
- Vehicle Extrication
- Hazardous Materials Response
- High Angle Rescue
- Confined Space Rescue
- Trench Rescue
- Dive/Swift Water Rescue
- EMS System Oversight and Administration
- Explosive Ordnance Disposal (EOD)
- Large-Scale Emergency Management
- 911/Public Safety Dispatching
- Life Safety Inspections
- Plans Review
- Community Service
- Public Education
- Public Safety Special Events Services
- Homeland Security Grant Management



“Our team is ready to respond to all types of emergencies and any type of community need. When in Arlington, you’ll see members of the Arlington Fire Department in the middle of everything, just like the great City we serve—Arlington, Texas, an exciting and safe place to live, learn, work and play!”



History

Even before it had a water system to supply fire hydrants, Arlington had a fire department in the form of a bucket brigade. As Arlington grew, so did its need for fire protection. Equipment was purchased – first a hand-drawn hose cart, then 200 feet of cotton hose. In 1920, Arlington bought its first Ford fire engine with a price tag of \$400. The Department was staffed completely with volunteers. It wasn't until 1926 that the Arlington Volunteer Fire Department acquired six coats and six helmets for the firefighters.

In 1928, Arlington built a new City Hall building on the corner of Main Street and Pecan Street. The building provided space for three trucks and sleeping quarters for five volunteers on the second floor. A fire pole was installed to quickly get the firefighters to the trucks. A large siren was placed on top of the building which was sounded when a fire call was received.

In December of 1948, the Arlington City Council voted to hire a paid fire chief and two paid firefighters.

As Arlington grew, so did its need for better fire protection. In 1954, the City built a 6,300 square-foot combination Police/Fire Station at the corner of West Main Street and West Street. The existing brick structure on the

property served as the Fire Hall. The rest of the facility, built around the garage, served as the police station. The building additionally housed corporation court, city jail and a meeting room where the city council would convene. Today, the building is known as Fire Station #1.



Picture Courtesy of Truman Bryce

Today, the city of Arlington spans 99.5 square miles. There are 16 fire stations supported by 16 engines, 5 quints, and 3 battalion vehicles in service daily for the community.

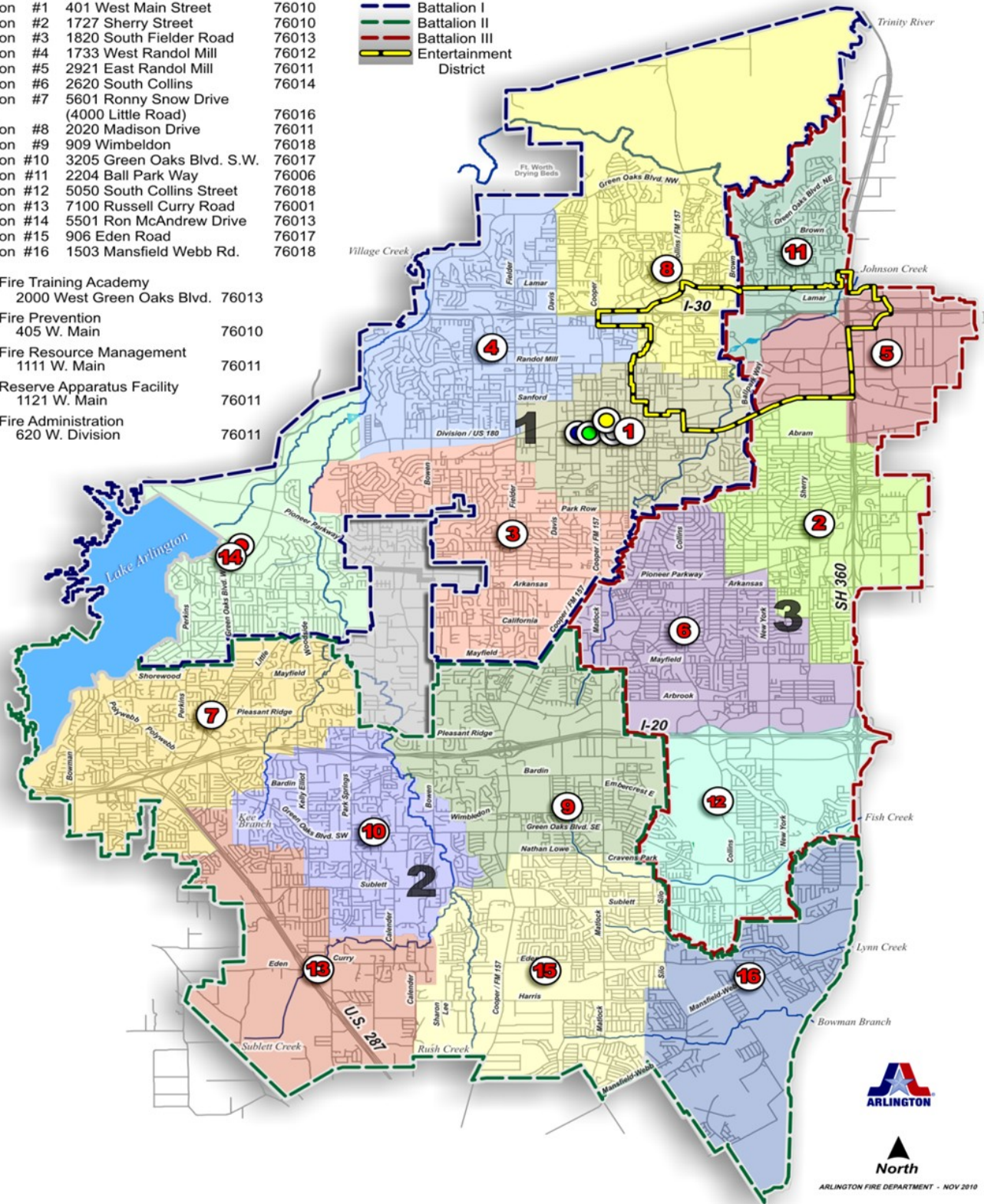
Service Area

Fire Department Districts

Station #1	401 West Main Street	76010
Station #2	1727 Sherry Street	76010
Station #3	1820 South Fielder Road	76013
Station #4	1733 West Randol Mill	76012
Station #5	2921 East Randol Mill	76011
Station #6	2620 South Collins	76014
Station #7	5601 Ronny Snow Drive (4000 Little Road)	76016
Station #8	2020 Madison Drive	76011
Station #9	909 Wimbeldon	76018
Station #10	3205 Green Oaks Blvd. S.W.	76017
Station #11	2204 Ball Park Way	76006
Station #12	5050 South Collins Street	76018
Station #13	7100 Russell Curry Road	76001
Station #14	5501 Ron McAndrew Drive	76013
Station #15	906 Eden Road	76017
Station #16	1503 Mansfield Webb Rd.	76018

	Fire Training Academy	2000 West Green Oaks Blvd.	76013
	Fire Prevention	405 W. Main	76010
	Fire Resource Management	1111 W. Main	76011
	Reserve Apparatus Facility	1121 W. Main	76011
	Fire Administration	620 W. Division	76011

	Battalion I
	Battalion II
	Battalion III
	Entertainment District



ARLINGTON FIRE DEPARTMENT - NOV 2010

Budget

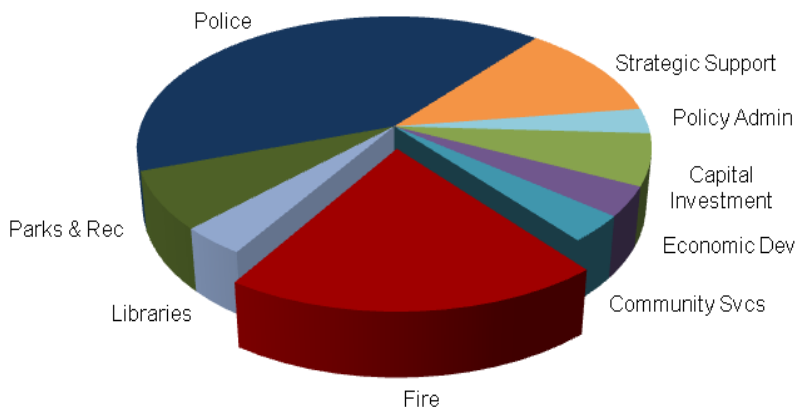
As stewards of public funds, the leaders of the Arlington Fire Department apply innovative and responsible business practices to maximize service delivery at a reasonable cost. This approach has enabled us to achieve significant efficiencies, resulting in lower per capita operational costs than our fire service peers in the region.

FY 2010 General Fund Operating Budgets				
				Per Capita Budget
City	Population	Tax Rate	General Fund Budget	Fire
Dallas	1,316,350	0.747900	\$1,018,358,684	\$153
Fort Worth	736,200	0.855000	\$528,401,543	\$143
Arlington	370,650	0.648000	\$194,621,571	\$104
Plano	265,000	0.473500	\$219,048,795	\$162
Garland	229,600	0.699600	\$131,575,912	\$117
Irving	213,700	0.540600	\$176,362,533	\$166
Grand Prairie	168,500	0.669998	\$98,097,926	\$131
Mesquite	139,550	0.640000	\$96,596,161	\$161
Carrollton	122,100	0.617875	\$76,871,267	\$147
Richardson	101,200	0.575160	\$91,687,440	\$167
			Average	\$145

Source: City of Irving

Of North Texas' Top 10 most populated cities, AFD has the lowest per capita cost.

FY 2010 General Fund Budget

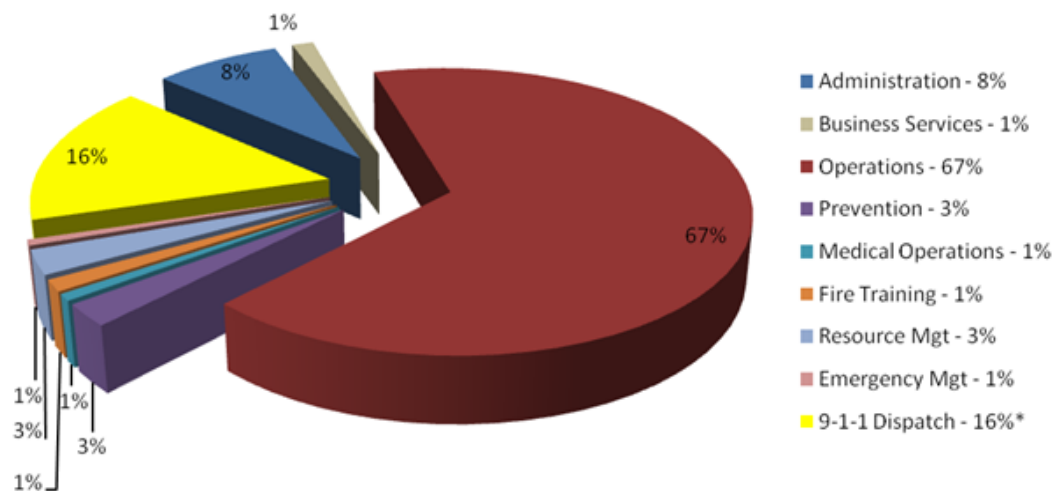


Strategic Support	\$23,218,757
Policy Admin	\$6,034,700
Capital Investment	\$12,384,399
Economic Dev	\$7,112,748
Community Svcs	\$6,426,307
Fire	\$38,535,711
Libraries	\$6,879,260
Parks & Rec	\$13,906,861
Police	\$80,122,827

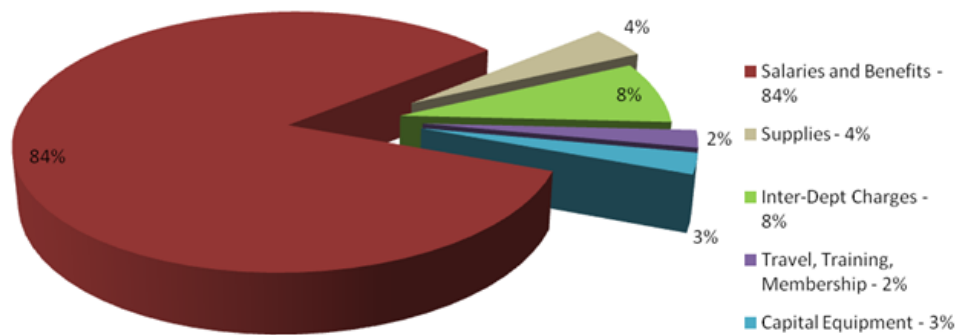
Budget

FY 2010 Arlington Fire Department Operating Budget Totals						
	Salaries and Benefits	Supplies	Inter-Dept Charges	Travel, Training, Membership	Capital Equipment	Total
Administration	\$ 692,196	\$ 115,358	\$ 2,826,058	\$ 9,315	\$ -	\$ 3,642,927
Bus Svcs	\$ 579,223	\$ 37,050	\$ -	\$ 2,637	\$ -	\$ 618,910
Operations	\$ 28,513,232	\$ 218,100	\$ 42,995	\$ 810,606	\$ 1,000,000	\$ 30,584,933
Prevention	\$ 1,049,102	\$ 41,600	\$ 63,422	\$ 3,968	\$ -	\$ 1,158,092
Med Ops	\$ 318,882	\$ 36,216	\$ 2,973	\$ 1,429	\$ -	\$ 359,500
Training	\$ 539,552	\$ 37,000	\$ 18,501	\$ 6,791	\$ -	\$ 601,844
Resource	\$ 240,480	\$ 1,003,800	\$ 19,066	\$ 493	\$ -	\$ 1,263,839
Emerg Mgt	\$ 260,437	\$ 43,000	\$ 812	\$ 1,417	\$ -	\$ 305,666
TOTALS	\$ 32,193,104	\$ 1,532,124	\$ 2,973,827	\$ 836,656	\$ 1,000,000	\$ 38,535,711

FY 2010 Fire and 9-1-1 Dispatch Combined Budget by Program



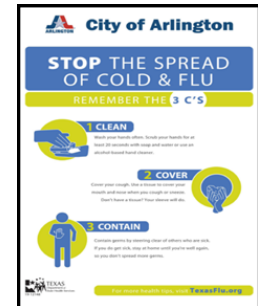
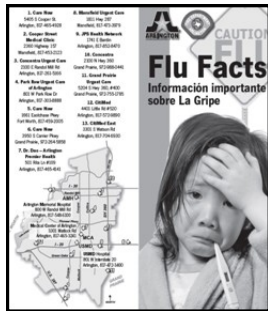
FY 2010 Fire Operating Budget by Category



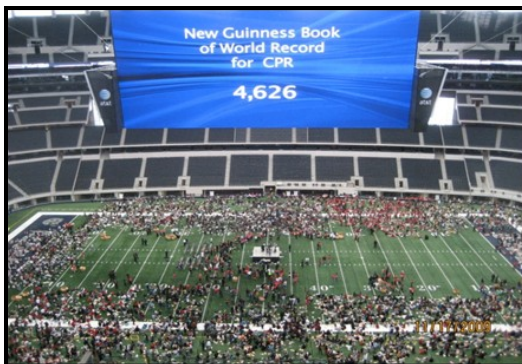
Fiscal 2010 Accomplishments

Pandemic Flu Response

In 2005, the Arlington Fire Department initiated a City-wide plan to address Pandemic Flu. In 2009, the H1N1 virus began spreading through Asia and Europe. At that time, the Fire Department partnered with the local medical community, school districts, major employers and county and state officials to educate the community on this risk. As Fiscal 2010 began, the Fire Department's Medical Director, Office of Emergency Management and Medical Operations Section launched an aggressive public health monitoring and education campaign. These efforts continued throughout the fiscal year.



CPaRlington



In 2006, Mayor Robert Cluck challenged the Fire Department to train 10% of Arlington's population in CPR within five years. This ambitious goal to train 36,000 individuals was launched in April 2006 with a "First Pitch" event at The Ballpark in Arlington. The 36,000 milestone was surpassed on November 17, 2009 at Cowboys Stadium. In a Guinness World Record setting event, 4,626 Arlington eighth graders learned CPR. By the end of Fiscal 2010, 39,799 individuals have been trained in CPR.



NBA All Star Game

Arlington's Cowboys Stadium was host to the 2010 NBA All Star Game in February 2010. Months of planning were tested, when a record snow fall of 12 inches arrived two days before the game. Emergency responders met the public safety needs of citizens impacted by downed power lines and increased traffic accidents, while also responding to the service demands of over 108,000 All Star event guests.



Fiscal 2010 Accomplishments

Firefighter Hiring Process



In the summer of 2010, the Arlington Fire Department pioneered an innovative approach to fund the selection and training of entry-level recruits. Opening the process to all segments of our community by offering the opportunity to test for Firefighter without a pre-existing certification requirement and charging a nominal application fee expanded the pool of candidates, while providing the funding source for the testing and additional training involved with entry-level recruits. The Department received 1,894 applications and 1,674 individuals participated in the

written test phase. This process yielded a diverse and high-caliber pool of candidates and enabled a broader range of applicants to pursue a career in service to Arlington.

Relocation of Fire Station #9

Fire Station #9 was Arlington's southernmost station when it was constructed in 1980 on a two-lane road. Today, six-lane South Cooper Street is in the heart of Arlington's busy retail corridor. Traffic on Cooper Street impacts egress from the station, resulting in potential risks to citizens and fire crews. Fire Station #9 will be rebuilt off of this major thoroughfare to improve service delivery. Groundbreaking on the new facility was held on August 5, 2010. When completed in the summer of 2011, the new Fire Station #9 will be Leadership in Energy and Environmental Design (LEED) certified as a "green" or "sustainable" building.



Super Bowl XLV Preparation

The attention of the world will turn to Arlington in February 2011 for the Super Bowl. Since the Cowboys Stadium was selected as the venue for the game three years ago, the Arlington Fire Department has invested significant time and effort in developing an excellent Super Bowl Operational Plan with federal, state and local partners. An operational exercise to test those preparations was held during the Cowboys' home opener game on September 19, 2010. Lessons learned during that exercise will be applied to the final preparations.

Community Outreach



The Arlington Fire Department's Community Services Officer coordinates educational outreach to the public. Initiatives include partnerships with the Arlington Professional Firefighters Association, the Arlington Hispanic Firefighters Association, the Arlington Police Department, the Arlington Parks and Recreation Department, American Medical Response (the City's private ambulance contractor), local hospitals, and the Arlington, Mansfield and Kennedale School Districts. The Arlington Fire Department

participates in a variety of community service and education programs throughout the year, including fire station tours, visits to local schools and day care programs, community demonstrations and smoke detector checks. Frequently, the AFD attends neighborhood block parties and participates in town hall meetings.



Vial of Life

A cooperative effort with the Arlington Professional Firefighters Association, the Vial of Life Program, provides containers to citizens for storage of medical information. Participants in the program are given a form to complete with pertinent medical history and emergency contacts. Once completed, the form is placed in an oversized pill capsule and stored in the refrigerator. A front door sticker and a refrigerator magnet are visual cues for emergency responders that the resident has a Vial of Life.



Water Safety

The Arlington Fire Department's Dive Team at Fire Station #7 offers water safety education as well as boat and pool checks to residents. The Fire Department's web site provides a 20-question survey for homeowners to personally evaluate the safety of their swimming pools. Arlington Fire crews visit homes on request to provide feedback to residents to help them improve the safety of their pool areas. The Dive Team works with the United

States Coast Guard Auxiliary to conduct boat safety evaluations at Lake Arlington. Inspections are voluntary and boats that earn the official Coast Guard Vessel Safety Check sticker are eligible for reduced insurance rates.

Community Outreach

PALS

The Arlington Fire and Police Departments partner to provide Public Safety Athletic League camps during the summer. Since 2007, the departments have worked together to provide Arlington's youth with an opportunity to interact with firefighters and police officer in a healthy, fun atmosphere. PALS camp enhances outreach to at-risk students from the Arlington and Mansfield school districts who would benefit from positive



contacts with uniformed personnel. Camp sessions, which run for one week, are full of activity: recreational sports, tours of The Ballpark at Arlington and Cowboys Stadium,

first aid/CPR training and hands-on simulations of fire and police job duties.



MCA Fitness All-Stars

The MCA Fitness All-Stars program is designed to promote healthy life choices and to prevent childhood obesity. The Arlington Fire Department participates in this initiative, partnering with the Arlington Independent School District, HCA Medical Center of Arlington and the Texas Rangers. The target audience is fifth-graders in all AISD schools. In 2010, Wilshire Elementary School was recognized as the All-Star School of the Year.

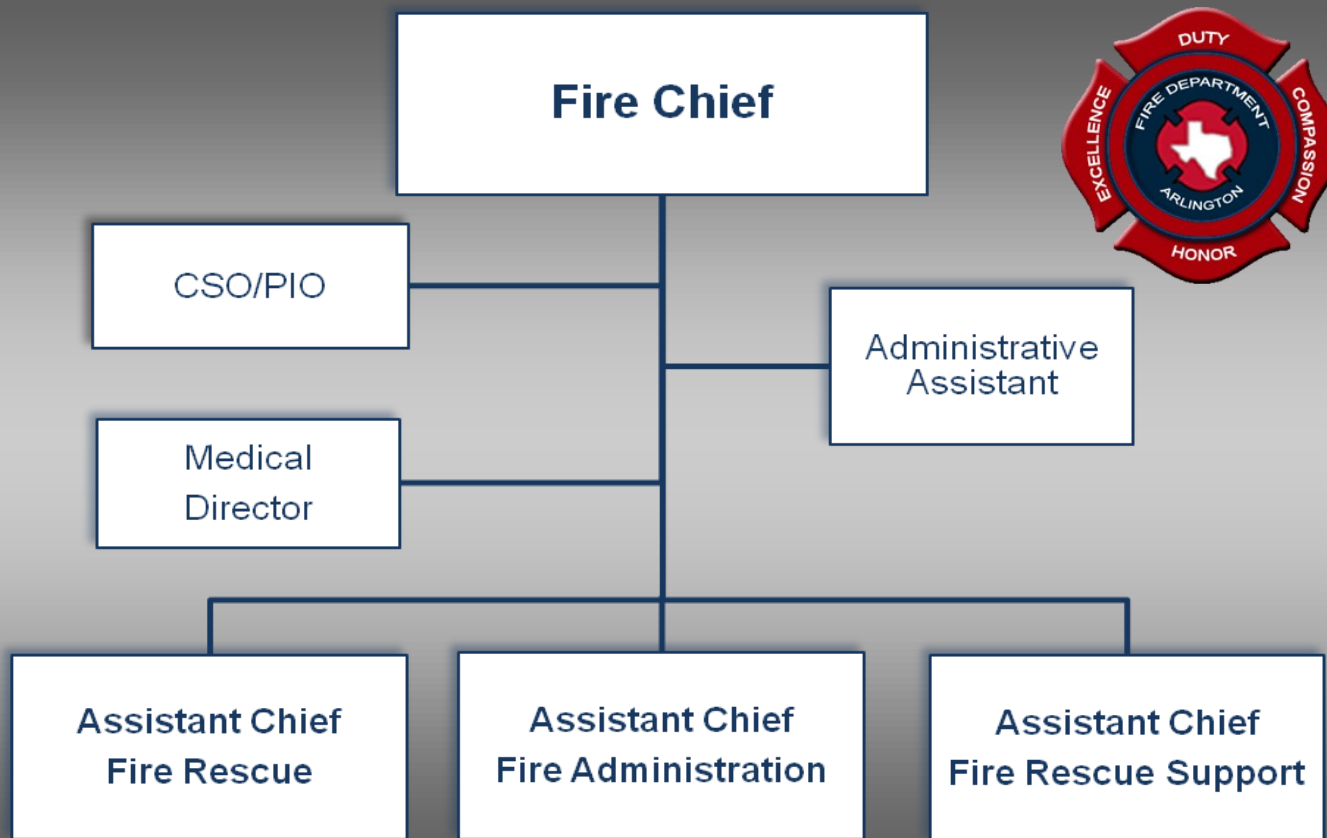


National Night Out

The Fire Department is actively involved in the safety of the neighborhoods we serve. Station personnel attend town hall meetings, block parties, and other community events throughout the year. With support from the Police Department, we well as the community, NNO events serve to instill and reinforce the presence of public safety.



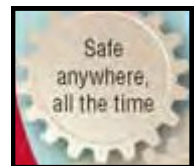
Command Staff Organization



The Fire Department's Command Staff is responsible for the leadership and management of all Fire Department emergency and non-emergency services, including the 911/Dispatch Center, the Office of Emergency Management and the City's private ambulance service. The Department is organized into three functional divisions: Fire Rescue, Fire Administration and Fire Rescue Support.

AFD's Operational Model

The Arlington Fire Department is a "Constant Staffed" organization – meaning that there must be a minimum number of firefighters, 911 call takers/dispatchers, and ambulances on duty at all times to provide a consistent level of service 24 hours a day, 7 days a week, 365 days a year.

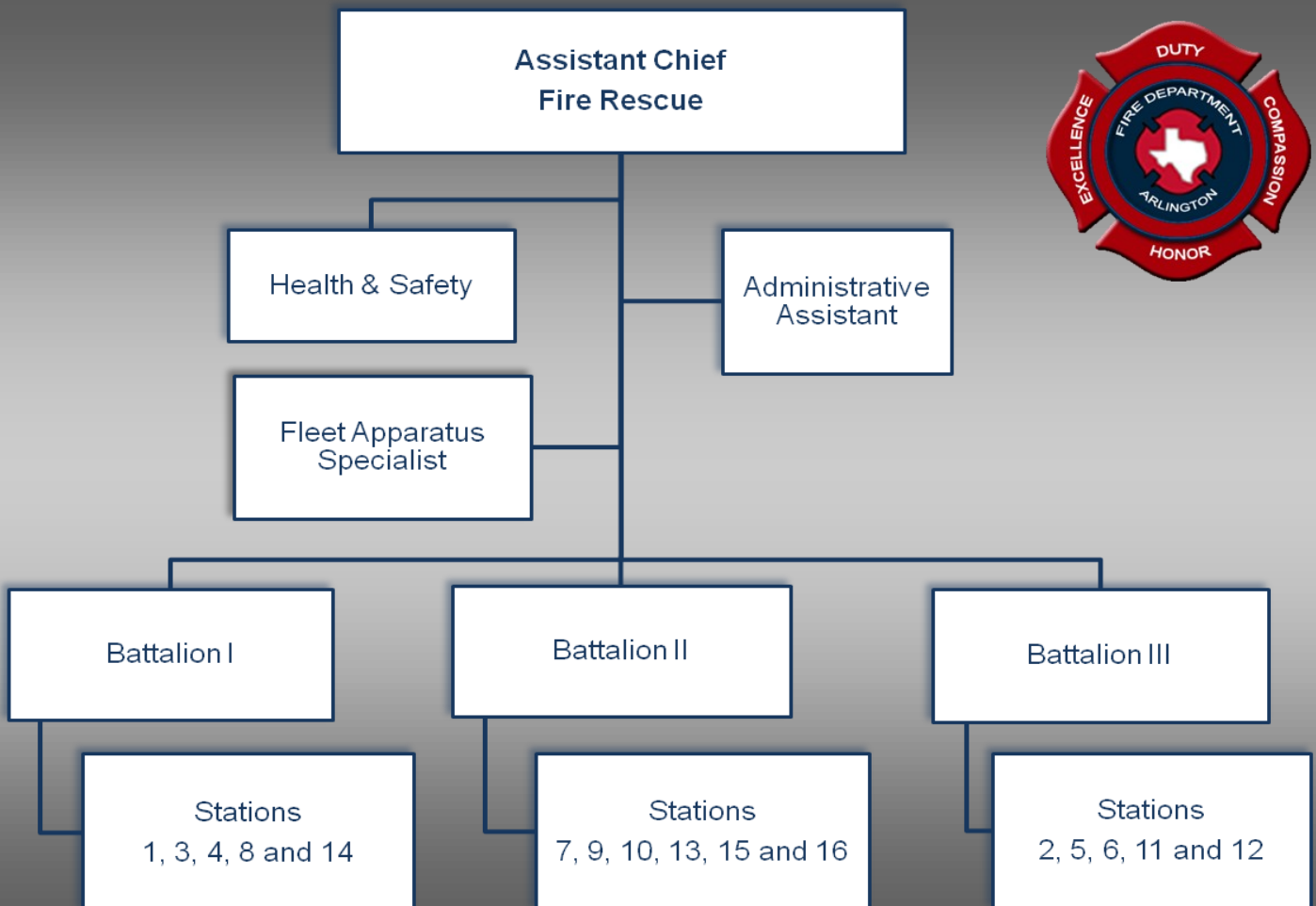


One of AFD's goals is to provide **equalized service coverage to all parts of our City, all the time.**

Fire Rescue Division

“Our mission is to provide the citizens and visitors of Arlington with fast, professional and effective fire, rescue and medical services through the use of highly trained, caring personnel. We continually strive to prevent the loss of life, personal injury, and property damage through public education and emergency responsiveness. We will deliver our services with pride and personal commitment to anyone in need of aid.”

Alan Kassen
Assistant Chief Fire Rescue



Fire Rescue Division

Battalions I, II and III

The Fire Rescue Division is the single largest division in the Arlington Fire Department and is comprised of the resources typically associated with fire department emergency service delivery. At any given time, there is a minimum of 78 employees working on a rotating shift of 24-hours on, 48-hours off at 16 fire stations. Each shift, designated as A, B, and C, is managed by one of three Battalion Chiefs who manage day-to-day activities, respond to major incidents and work to facilitate concurrent activities to support the leadership of the organization. Each of the three on-duty Battalion Chiefs oversees five to six stations, staffed by three to eight Officers and their crews. Minimum staffing for AFD units is typically three to four personnel. All Operations members are certified to at least the Emergency Medical Technician Intermediate level. The Arlington Fire Department provides emergency medical care in association with American Medical Response, the City's private ambulance contractor. The Fire/Rescue Division engages in various emergency response networks within the region. These include mutual and automatic aid agreements with other fire departments used on daily basis.



Fire Rescue Division

Unit Responses



Station	Unit	Total
STATION 1	BATTALION I	567
	ENGINE 1	2,690
	QUINT 1	1,448
STATION 2	BATTALION III	717
	BRUSH TRUCK 2	17
	ENGINE 2	3,599
STATION 3	ENGINE 3	2,539
STATION 4	BRUSH TRUCK 4	17
	ENGINE 4	2,750
STATION 5	BRUSH TRUCK 5	18
	ENGINE 5	2,022
STATION 6	ENGINE 6	3,047
	HAZMAT 6	56
	QUINT 6	2,000
STATION 7	ENGINE 7	2,050
	QUINT 7	1,256
	RESCUE 7	29
STATION 8	ENGINE 8	2,319
	QUINT 8	1,341
	RESCUE 8	38
STATION 9	ENGINE 9	2,835
	QUINT 9	1,773
STATION 10	BRUSH TRUCK 10	16
STATION 10	ENGINE 10	1,558
STATION 11	ENGINE 11	1,973
STATION 12	BRUSH TRUCK 12	13
	ENGINE 12	1,875
STATION 13	BRUSH TRUCK 13	18
	ENGINE 13	1,206
STATION 14	ENGINE 14	1,231
STATION 15	BATTALION II	536
	ENGINE 15	2,055
STATION 16	BRUSH TRUCK 16	12
	ENGINE 16	1,147
OTHER UNITS	OTHER EMERGENCY UNITS	1,348
	RESOURCE MANAGEMENT	48

Fire Rescue Division

Fleet

The effectiveness of the Arlington Fire Department's emergency service delivery is dependent on the reliable operation of an emergency fleet of engines, aerial apparatus and auxiliary emergency vehicles. These essential response vehicles value \$9.7 million (for 33 heavy fire vehicles) and \$1.3 million (for approximately 58 support vehicles.) The heavy fire vehicles are the fire trucks and engines responding every day from fire stations throughout the city. The support vehicles are utilized for a variety of other missions from Inspections and Explosive Ordnance Disposal, to brush fires, Battalion Chief vehicles and rescue carts.

Fleet replacement is an important function. Scheduled replacement of the Department's vehicles and apparatus is an ongoing process with cooperative efforts between the AFD's Apparatus Committee and Fleet Management. Day-to-day fleet maintenance is managed cooperatively between our Apparatus Specialist, Fleet Management, and All-Star, the City's fleet maintenance provider.

This year, two fire pumpers and three Battalion Chief vehicles were replaced using programmed funding. Grant funding was utilized to specify and place into service five rescue carts, two support pickups and a transport vehicle.



Type of Vehicle	Dollar Value
Heavy Fleet	\$9,749,000.00
Light-Duty and Support	\$1,340,700.00
Total	\$11,089,700.00



Fire Rescue Division

Health and Safety



The Health and Safety Officer, who reports to the Assistant Chief/Fire Rescue, serves as the coordinator for the Fire Department's health and safety initiatives and issues. This officer is responsible for coordination of annual health fitness evaluations and vaccinations for all firefighters, Fire Prevention personnel, and Resource Management staff. This officer is the initial and ongoing point of contact for personnel who experience work-related infectious disease exposures, injuries and illness and coordinates their return to transitional or full duty. The Health and Safety Officer also works closely with the City's Workforce Services Department to conduct random and

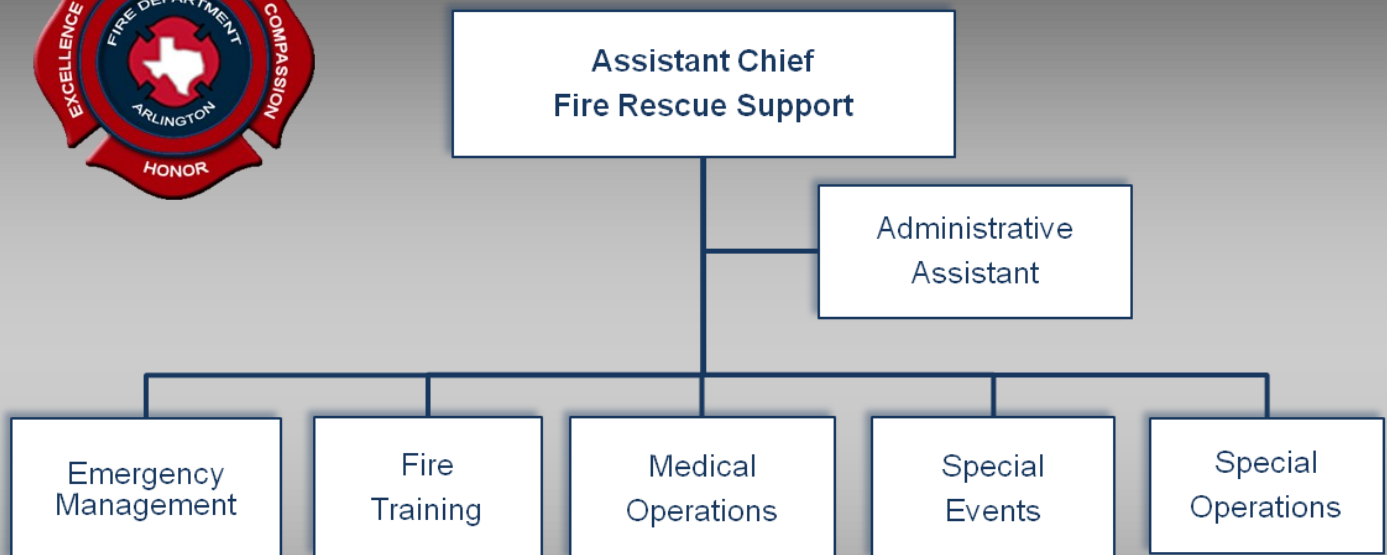
post-accident drug and alcohol testing and ensures coordination with the City's Employee Wellness Program. As the Chair of the Fire Department's Occupational Safety and Health Committee, this officer oversees investigations into accidents and injuries to determine mitigating factors, damage estimates, and preventability, then formulates strategies to reduce future occurrences. The Health and Safety Officer is responsible for promulgating Safety Bulletins and Standard Operating Procedures related to the Fire Department's health and safety program.



Fire Rescue Support Division

“The mission of the Fire Rescue Support Division is to meet the community’s public safety needs in the areas that stretch beyond the traditional role of the fire service. We are committed to providing professional services in the areas of Special Operations, Emergency Medical Services, Emergency Management, Special Events and Fire Training. Fire Rescue Support is dedicated to ensuring that our department is trained and prepared to meet the needs of a dynamic community in challenging times.”

Jim Self
Assistant Chief Fire Rescue Support



Fire Rescue Support Division

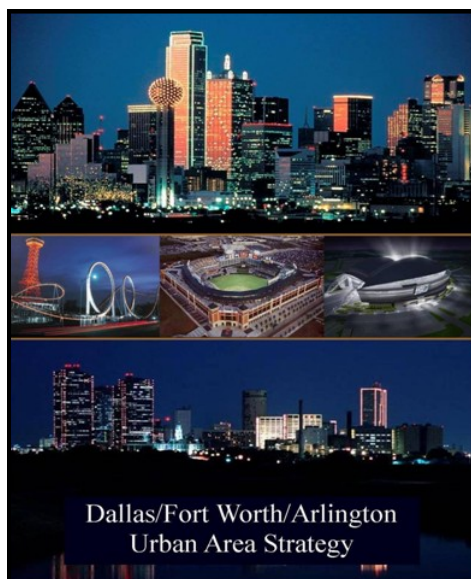
Emergency Management

The Fire Department's Office of Emergency Management (OEM) is responsible for protecting lives, property and the environment by mitigating, preparing for, responding to and recovering from natural and man-made disasters. As a high-profile community, with two professional sports venues, two major amusement parks, a state university, a private college, a community college, an airport, national call centers, and manufacturing facilities, Arlington has to be prepared for any risk.

OEM has aggressively pursued grant funding through the Urban Areas Security Initiative, Metropolitan Medical Response System, State Homeland Security Program and the Texas Engineering Extension Service. Arlington has been awarded over \$15.8 million in grant funds in the past four years to enhance preparedness and response capabilities. Coordination of these programs lies within Emergency Management.



To address natural disasters, the Fire Department's Office of Emergency Management took a leading role in coordinating the City's response to the potential threat of the H1N1 virus. Working closely with the City's Health Authority, Medical Director, Medical Operations, and the local medical community, the public was educated on this risk and appropriate mitigation steps were taken.



Whenever severe weather threatens the City of Arlington, OEM monitors the developing weather situation and communicates with the National Weather Service and Arlington trained Storm Spotters to determine if there is a need to activate the outdoor warning sirens. When emergency conditions exist, OEM activates the Emergency Operations Center (EOC) as the central coordination point for public safety response and recovery in the City. During these emergencies, OEM coordinates with local, state and federal agencies to assist in bringing the City back to pre-disaster conditions.



Fire Rescue Support Division

Special Operations



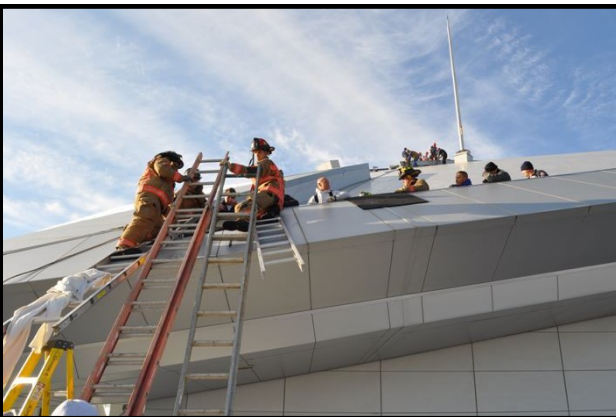
The Special Operations (Special Ops) Section consists of the Hazardous Materials Response Team, the Dive/Swift Water Rescue Team and the Technical Rescue Team. The teams work under a concept of “interdependency,” supporting each other in extremely hazardous emergencies. Special Ops teams are equipped with the latest in technical equipment and hardware. Team members have completed difficult and rigorous training in order to be the Department’s lead response to non-routine, emergency incidents. To ensure competence,

members of the Special Ops Team undergo over 8,800 additional hours of specialized training a year.

The Hazardous Materials Response Team is responsible for responding to and mitigating a wide range of emergency incidents, from overturned tanker trucks to the accidental release of volatile chemicals to investigation of suspicious substances.

The Arlington Fire Department’s Dive Rescue Team is a group of specially trained firefighters who can respond to any water-related incident in the City of Arlington. In addition to conducting dive rescues and dive recoveries, the team mitigates swift water incidents and assists on trench rescues. The Dive Rescue Team also conducts pool safety programs for the community and performs vessel safety checks at Lake Arlington. In Fiscal Year 2010, nine members attained Advanced Diver certification bringing them to >95% Diver Certified at the Dive Station.

Class Type	Staff Training Hours
Confined Space	224
Dive Rescue	899
Hazmat	4,763
High Angle Rescue	1,427
Low Angle Rescue	62
Swift Water	62
Trench Rescue	1,381



The Technical Rescue Team is trained to respond to emergencies involving persons trapped in challenging environments. Examples include maintenance personnel trapped on scaffolding outside high-rise buildings, hikers who have fallen into ravines on nature trails, and workers trapped by trench collapses. A notable incident in FY 2010 required the rescue of two injured workers who slipped down the ice-covered roof of the Cowboys Stadium, landing on a small rim at the base of the dome.

Fire Rescue Support Division

Fire Training

The Fire Training section is responsible for ensuring the professional competence of all emergency responders in the Arlington Fire Department. By leveraging technology and combining with classroom and realistic live training, this vital section prepares our department for a wide range of emergencies.

The Fire Department's continuing education curriculum for Fire and EMT-Intermediate certifications includes four components: quick drills, FTO training sessions, battalion drills and burn drills. Computer-based quick drills are hour-long cognitive training modules that form the foundation for continuing education. Fire Captains are responsible for serving as Field Training Officers, instructing "hands on" training classes that reinforce the concepts of the quick drills. Battalion Chiefs conduct battalion wide drills to further emphasize topics from the quick drills and practical training and to address topics pertinent to their respective battalions. Live burn drills are the culmination of the Fire core continuing education curriculum.



The Arlington Fire Department uses live cable broadcasts for tactical exercises. A structure within the city is designated for a scenario and participating personnel discuss the initial size up and incident management strategies. This innovative program was highlighted in the April 2010 issue of Fire Engineering magazine.

The Arlington Fire Department is certified by the State of Texas as a fire training academy. In 2010, 17 recruits underwent a 16 week academy and were certified as Basic Firefighters and Hazardous Materials Technicians prior to assignment at fire stations.

In addition to providing classroom, studio and drill field facilities for the department, the Fire Training Center also serves as a community resource, hosting town hall meetings, training courses for the Community Emergency Response Team (CERT), and early voting.



Fire Rescue Support Division

Medical Operations

Arlington's Emergency Medical Service system is an integration of the resources of the Fire Department and our private ambulance contractor, American Medical Response (AMR). The Arlington Fire Department's First Responder Program dispatches fire apparatus as well as an ambulance on most medical emergencies. All Arlington firefighters are Emergency Medical Technicians certified as either EMT-Intermediates or Paramedics. This high level of training allows them to perform advanced life support skills, including initiating intravenous access for drugs and fluids, inserting endotracheal breathing tubes, and administering medications. Because of the strategic placement of fire stations throughout the city, firefighters are often the first emergency responders to arrive at the scene of an incident. These trained EMS professionals are able to stabilize patients and initiate critical life saving measures prior to the arrival of an ambulance.



The Arlington Fire Department manages the Arlington EMS System under a failsafe franchise model. AMR is the exclusive ambulance service provider in Arlington. **The ambulance contract is a fee-based system, with no taxpayer subsidy paid to AMR.** Citizens are offered the opportunity to participate in AMR's



Ready Care subscription program, which limits out of pocket expenses for medically necessary transports. AMR's fleet of Mobile Intensive Care Unit ambulances is operated under a system status management concept, with the number and placement of units determined by continuing analysis of call patterns.

The City's contract with AMR establishes response time standards for each call level, from critical full cardiac arrests to inter-facility transfers from hospitals to nursing homes. Penalties are assessed for performance below the contractual requirements for each call type.

Fire Rescue Support Division

Medical Operations

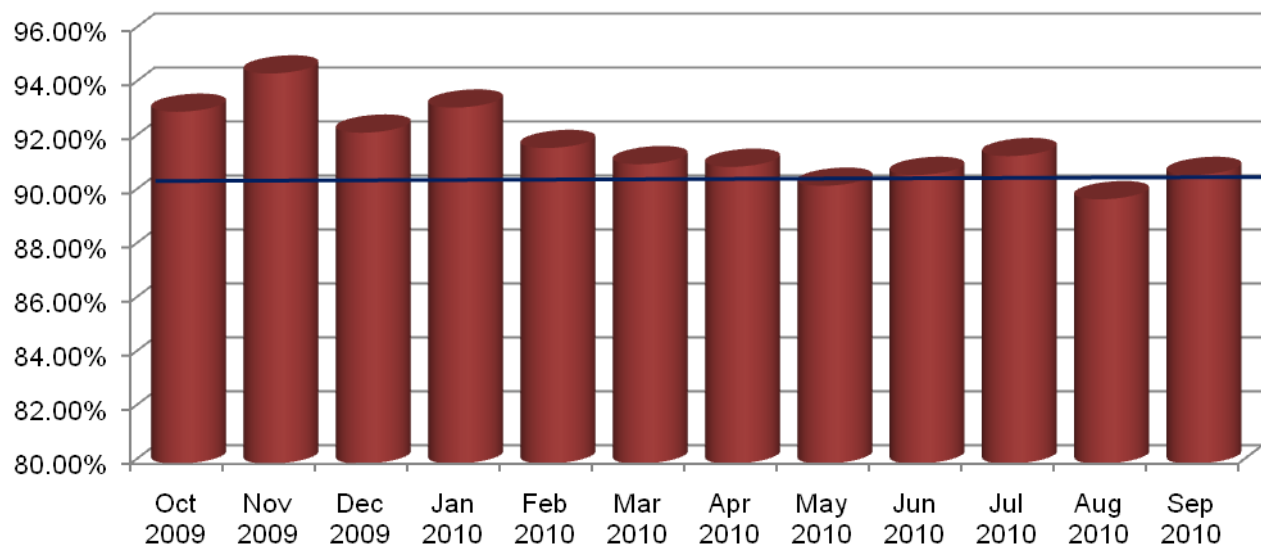
The Medical Operations section is led by a Battalion Chief, with direct support from the EMS Lieutenant and three EMS Coordinators. Medical Operations personnel are responsible for coordinating with the City's Medical Director, Dr. Cynthia Simmons, and the Emergency Physicians Advisory Board. This specialized team is responsible for monitoring the ambulance contractor's performance, providing continuing education training for Fire Department EMT-I's and Paramedics, conducting CPR training for the public and City employees, managing over 240 public access automatic external defibrillators (AEDs), auditing emergency medical treatments provided by Arlington Fire Department, and developing standard operating procedures and treatment protocols.



Fiscal Year 2010 Highlights

EMS CE Classes Instructed	352
EMS CE Classroom Hours	1,406
City Employees Trained in CPR in FY 2010	161
Total Trained in CPR in FY 2010	14,948
Public Access Defibrillators Managed	242
Average Number of EMS Patient Treatment Audits per Month	150

Ambulance Contractor Performance Priority 1 Calls Response Time 8 Minutes 29 Seconds 90 Percent of the Time



Fire Rescue Support Division

Special Events

The Special Events section is staffed by a Battalion Chief, a Captain and two grant-funded Planners. The Office of Special Events is responsible for working with other department and venue operators to ensure the safety of the public at mass gatherings. Specific functions include ensuring compliance with ordinances, developing appropriate public safety event action plans based on the characteristics of the event and facility, coordinating specialized training for responders, public safety command and control, and serving as the liaison with event management and other public safety groups.



During Fiscal 2010, there were 144 special events in the City of Arlington. At venues ranging from Cowboys Stadium and Rangers Ballpark in Arlington to the Levitt Pavilion and city parks, more than 3.8 million people attended events in Arlington in Fiscal 2010. In addition to home games for the Texas Rangers and the Dallas Cowboys and several collegiate football games, notable events during the year included:

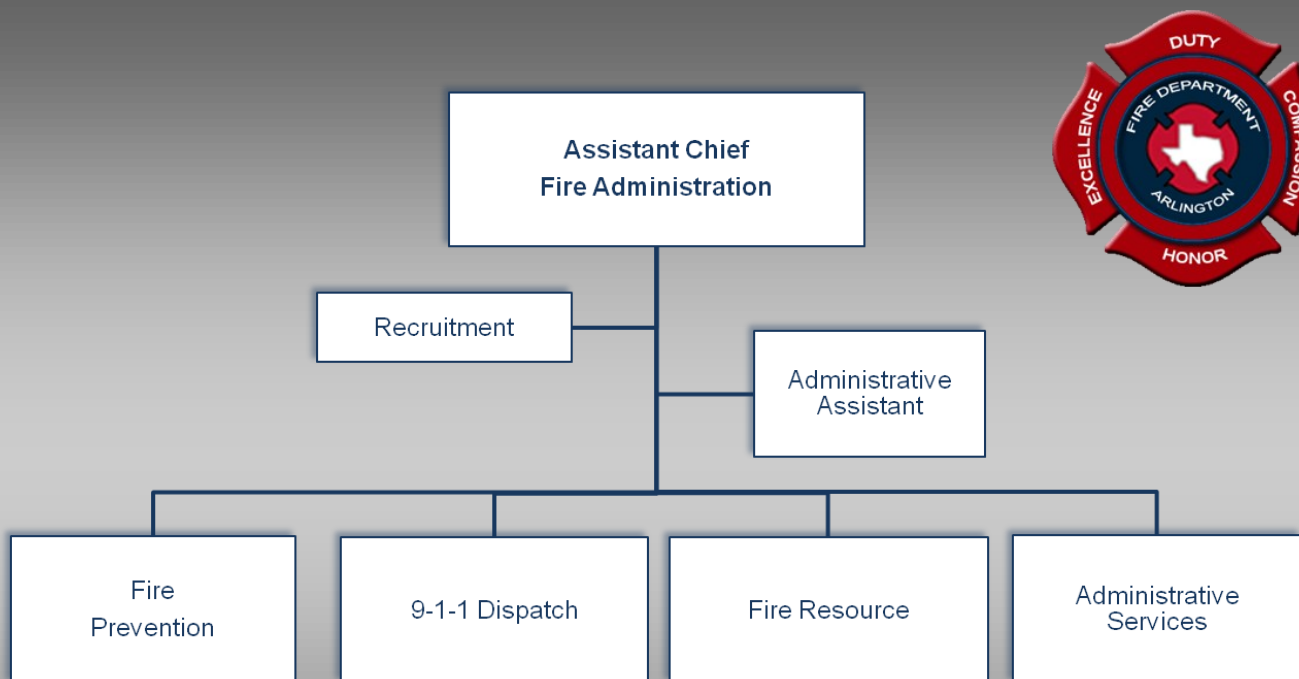
- U2 concert, October 2009
- Texas high school football playoffs, November 2009
- Big 12 Conference Football Championship, December 2009
- Cotton Bowl Classic, January 2010
- NFC East Division and Wildcard Playoffs, January 2010
- NBA All Star Game, February 2010
- Dickies Iron Cowboy Invitational Rodeo, February 2010
- Monster Truck Jam, February 2010
- Manny Pacquiao v. Joshua Clottey WBO Welterweight Match, March 2010
- Monster Energy AMA Supercross, March 2010
- America's Run, April 2010
- American Heroes Run, May 2010
- Club America v. San Luis soccer, July 2010
- Tim McGraw concert, September 2010



Fire Administration Division

“The Fire Administration Division is responsible for ‘critical business elements’ and the ‘customer service’ sections of the Fire Department. This division provides administrative management, active citizen/customer services, fire code enforcement, explosive ordnance disposal, employee relations/human resource programs, 9-1-1 Dispatch Services, logistical support efforts, and firefighter recruitment. In addition, this division provides oversight of the Department’s Capital Improvement Projects and Bond Programs. The Fire Administration Division has five sections: Fire Prevention, Communications, Resource Management, Administrative Services, and Recruitment.”

Brian Riley
Assistant Chief Fire Administration



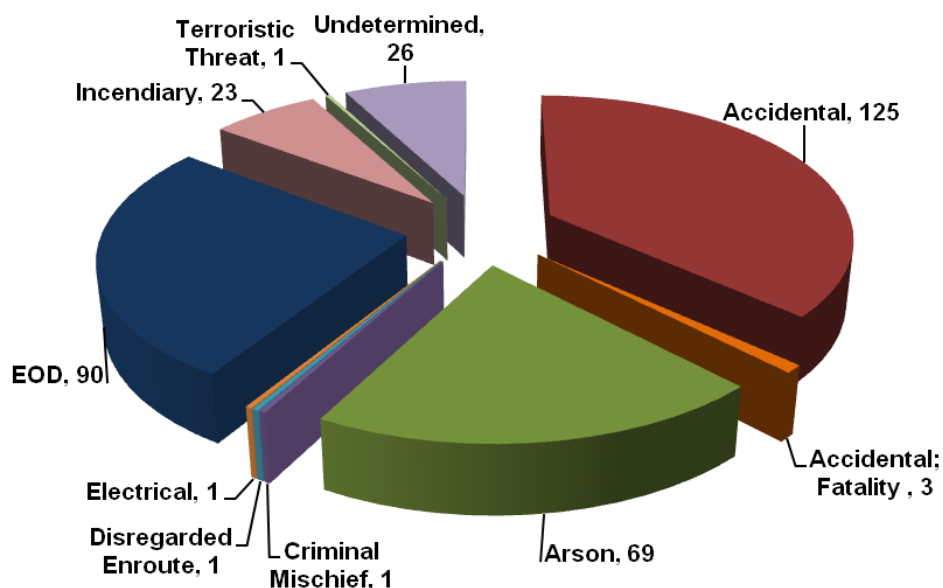
Fire Administration Division

Prevention

The City of Arlington adopted the 2003 International Fire Code's requirements into its City Ordinances. Fire Prevention Inspectors are responsible for preventing fires and other emergencies through periodic inspection of commercial and public buildings, licensed facilities/operations and other buildings in the city of Arlington to ensure Fire Code compliance. Each year, over 10,000 inspections are conducted. Inspectors additionally play a key role in crowd management and path of egress maintenance at large scale venues such as Cowboys Stadium, Six Flags Over Texas and the Ballpark at Arlington. Most Fire Prevention Inspectors are cross-certified in other disciplines, including peace officer, explosive detection canine handler and explosive ordnance disposal technician.



FY 2010 Total Investigations By Cause



Fire Administration Division

Prevention

The Arlington Fire Department's Fire Investigation Unit aggressively investigates the causes of fire in Arlington. As certified peace officers, Arlington's Investigators develop their own cases, interview witnesses, arrest suspects and testify in court. The unit is responsible for conducting internal investigations, if necessary, working with the City Attorney's Office and Workforce Services Department to ensure public and employee interests and rights are safeguarded.



The Arlington Fire Department Explosive Ordnance Disposal (EOD) Team is comprised of Fire Prevention Inspectors and Investigators, cross-trained to address the threat of explosive devices. The EOD Team includes six explosive detection canines and their handlers, as well as six certified bomb technicians. Several team members are both dog handlers and certified bomb technicians. The team is responsible for conducting pre-event "sweeps" (for major venues in Arlington and throughout the country), investigating suspicious packages, and disposing of explosives and other potential threats.



Fire Administration Division

9-1-1 Dispatch

The 9-1-1 Dispatch Center serves as the entry point for all calls for emergency services, including Fire, Police and ambulance. Dispatch Services is committed to providing cost-effective, prompt, and accurate processing of emergency and non-emergency calls for service.

Call Takers are trained to handle emergency calls for Fire and Police service requests. These employees receive additional training in CPR and Emergency Medical Dispatch (EMD) in order to process medical calls for service. This additional training enables Call Takers to provide life saving pre-arrival instructions, while emergency responders are en route. Bilingual employees, fluent in Spanish and Vietnamese, are available for interpretation. Arlington 9-1-1 also subscribes to the AT&T Language Line, which can translate over 140 languages. Each call take station is equipped with Telecommunications Device for the Deaf (TDD) equipment and employees are trained to take calls from hearing impaired callers.



In Fiscal 2010, the Dispatch Center processed 433,815 incoming calls, and dispatched a combined total of 442,328 Fire, Police and Ambulance calls. In addition to calls for service, Dispatch Services responded to 1,709 open records request by citizens and the District Attorney Office.



The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) establishes credentials representing excellence in public safety. Our Dispatch Center became accredited by CALEA in 2004 and must reaccredit every three years. During our 2010 reaccreditation, we were designated as a Flagship Agency for our exemplary compliance to standards, policy development and file maintenance. Proudly, we are now looked to for "best practices" by other agencies

seeking accreditation. In 2010, Dispatch Services also received CALEA's Tri-Arch Award for having concurrent accreditations for public safety communications, public safety training, and law enforcement.

Fire Administration Division

Fire Resource

Fire Resource is responsible for providing the resources and tools necessary for the Fire Department to operate. A staff of four employees purchases, maintains, repairs and delivers equipment ranging from firefighters' protective clothing to appliances for fire stations. In Fiscal Year 2010, over 1,800 scheduled deliveries were made to Arlington's 16 fire stations. Personnel are manufacturer-certified to bench test self-contained breathing apparatus (SCBA) and trained to refill oxygen bottles used on medical calls. Last year, 889 SCBA air bottles were recharged during emergency incidents. In addition, 273 oxygen bottles were refilled, eliminating the need to use a vendor for medical oxygen. Resource staff also maintain small engine equipment, including hydraulic and pneumatic heavy extrication tools, chains saws, and lawn equipment. Fire Resource personnel respond as requested to provide support at the scene of emergency incidents, performing on-the-spot exchanges or repairs to equipment and providing fluids, food and cooling or heating stations for personnel rehabilitating from strenuous activities. Fire Resource support vehicles responded 48 times to emergency incidents in Fiscal Year 2010.



Fire Administration Division

Administrative Services



Administrative Services directly supports the missions of the Fire Department. Responsibilities include fiscal management of Fire Department funds, including development and management of the Fire Department's operating budget, oversight of the 9-1-1 Dispatch budget, and documentation of SAFER and UASI grant expenditures. This section is responsible for coordinating technology issues, for the administration of the Firehouse record management system and for the development of automated reporting tools and data analysis.

Administrative Services provides technical assistance with employee relations, manages payroll, promotional processes and recruitment, and coordinates submission of Staff Reports to the Mayor and City Council. Administrative Services personnel develop the Fire Department's newsletter and all reports to the Department, City management, and outside entities such as the International City/County Managers Association, the National Fire Protection Association and the State Fire Marshal's Office. Staff also processes payments to vendors, disburses petty cash, maintains staff hiring lists; and assists with public education and open house events. In addition, this section provides all levels of administrative support to the Fire Chief, Assistant Chiefs, and the Special Events section.



Fire Administration Division

Recruitment

The Arlington Fire Department Recruitment Officer reports directly to the Assistant Chief of Administration and is responsible for the following job functions:

- Coordinating and scheduling yearly hiring processes.
- Representing the Arlington Fire Department at job fairs, community programs and business meetings.
- Developing programs to enhance cultural, age and gender diversity of applicants.
- Make recommendations regarding hiring processes and budgetary needs for recruiting.
- Developing program objectives, performance measuring, analyzing data and evaluating the effectiveness of programs.



Innovation in Recruitment and Selection

In 2010, the Arlington Fire Department introduced a new hiring process. The process was open to individuals, 19 years or older, who possessed a high school diploma or GED. This new process allowed us to significantly increase our applicant pool by a difference of 1,480 submitted applications (as compared to 2009). The new 2010 hiring process also enhanced the cultural, age and gender diversity of applicants. In 2010, the Arlington Fire Department became the first fire department in the state of Texas to administer a \$50 application fee, which proved to be an effective process improvement.

Application Process

The application period opened August 2, 2010 and ended August 31, 2010. Within a month, 1,894 applications were received. The success in receiving this substantial number of applicants is due to the implementation of the Recruitment Officer position.

Written Test

The written test was administered to 1,674 applicants on September 8, 2010 at the Arlington Convention Center. Applicants achieving one of the top 250 scores were eligible to advance to the 1.5 mile run.



1.5 Mile Aerobic Run

The aerobic run was added to this year's hiring process in order to test the cardiovascular strength and overall fitness level of candidates. The 1.5 mile course was staged in Parking Lot 11 of the Cowboys Stadium. In order to move forward in the process, each candidate had to run the course within 13 minutes 57 seconds.

Fire Administration Division

Recruitment



Physical Ability Test (PAT)

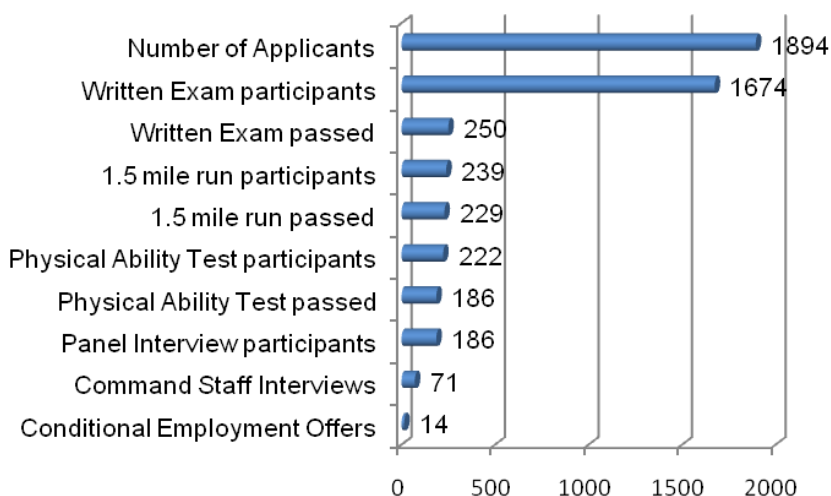
Tarrant County College administered the physical ability test, which is also used by 14 other local fire departments as part of their hiring processes. Personnel from Arlington Fire Department Station #8 assisted every day of the physical ability testing period. They developed a belay system that was used during the aerial ladder climb portion of the test. The entire course was times: candidates had three minutes to complete the aerial ladder climb, two minutes to complete victim rescue and four minutes to complete fire ground evolution.

Firefighter Panel Interview

Panel interviews took place on October 5th, 6th, and 7th at Fire Training. Nine panels consisting of three fire department members per panel were used during this process. The panel members evaluated and rated 186 individuals; 71 of which were allowed to advance to the Command Staff interview.

Command Staff Interviews

All 71 candidates participated in Command Staff Interviews. After an extensive review of each candidate, the Arlington Fire Department extended 14 conditional job offers.



Performance

Workload Key Performance Indicators (KPI)

City of Arlington Demographics	
Population ⁽¹⁾	370,650
Land Area in square miles ⁽²⁾	99.5
Median Age (in years) ⁽²⁾	30.9
Median Household Income ⁽²⁾	\$48,617
Median Single-Family Housing Value ⁽²⁾	\$96,614

Arlington Fire Department	
Fire Stations	16
Fire Battalions	3
FY 2010 Fire General Fund Employees (Sworn and Civilian)	315
FY 2010 Incidents	33,012
FY 2010 Unit Responses	46,164

To ensure responsive, cost-effective, measurable performance aligned with the City's Business Plan, the Arlington Fire Department utilizes performance guidelines from the International City/County Managers Association, the National Fire Incident Reporting System, the National Fire Protection Association, the National EMS Information System, the Texas Commission on Fire Protection Personnel Standards and Education, the Texas Department of State Health Services, the Texas Commission on Law Enforcement Officer Standards and Education, and the Commission on Accreditation for Law Enforcement Agencies, Inc.

The Fire Chief has made performance measurements a critical aspect of organizational goals and processes to ensure the Arlington Fire Department is able to evaluate, control, budget, motivate, learn, and improve. Key Performance Indicators (KPI) have been segmented into the following four categories:

- Workload KPIs measure the demand for service.
- Community Risk Reduction KPIs measure reducing the possibility of loss or injury.
- Effectiveness KPIs measure the work performed to the resources provided.
- Result or outcome KPIs measure the effect of workload and efficiency measures.



Overall, the KPIs measure the implementation of cost saving strategies, actual performance, critical risk reduction initiatives, and operational efficiency.

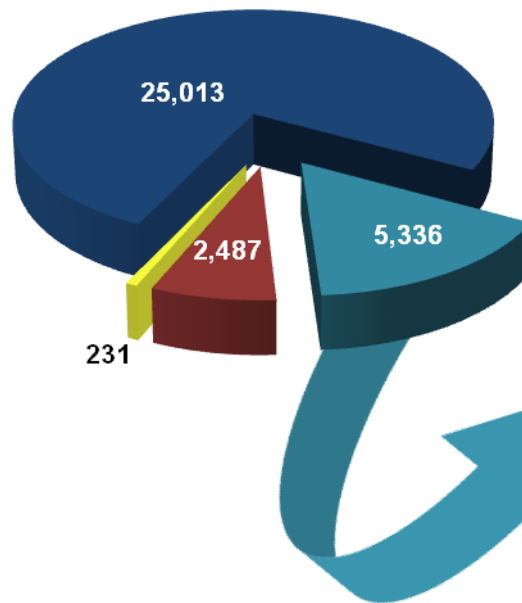
⁽¹⁾ 2010 Population Reference from the North Central Texas Council of Governments. ⁽²⁾ Land Area, Median Age, Median Household Income, and Median Single-Family Housing Value from the City of Arlington Planning and Development Department

Performance

Workload Key Performance Indicators (KPI)

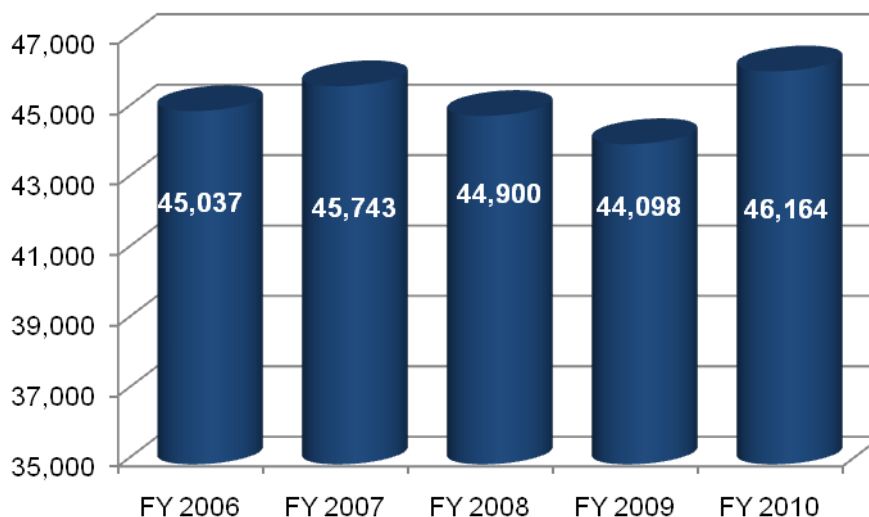
FY 2010 Dispatched Calls by Type

■ EMS
■ Other
Emergencies
■ Fire
■ HAZMAT
(Hardardous
Materials)



Other Emergencies By Call Type	
Assist PD	105
Automatic Aid Given	16
Automatic Alarm	2,662
EOD (Explosive Ord-nance Disposal)	42
Hazard	724
Investigation	293
Mutual Aid Given	45
Other	184
Rescue	588
Service Call	677
TOTAL	5,336

FY 2006 Through FY2010 Unit Responses



Workload measures are the starting point for assessing call volume and productivity. Two of the KPIs tracked are:

1. "Dispatched Calls" tracks how many calls our 9-1-1 Dispatch Center processed.
2. "Unit Responses" tracks the number of times apparatus were dispatched.

Both of these KPIs are critical in addressing the needs of our community through forecasting services and demand, planning resource allocation, and supporting fleet maintenance.

Performance

Community Risk Reduction

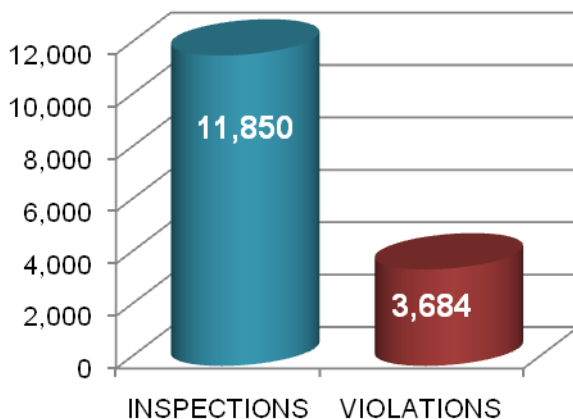
ISO Rating

The Insurance Services Office (ISO) rates the ability of a city to provide protection from the hazard of fire utilizing a Public Protection Classification System. It is this system's set of standards scores a community's water supply and distribution, equipment, fire alarm process and fire prevention efforts.

Arlington is in the top 2 percent of cities in the U.S. with a 2 rating or better. This excellent rating saves citizens approximately \$55 - \$147 yearly, based on an average Arlington home value of \$135,000 and an approximate yearly insurance policy cost of \$750 to \$2,000, with an average policy reduction of 7.36 percent.

Inspections and Violations

FY 2010 Inspections and Violations

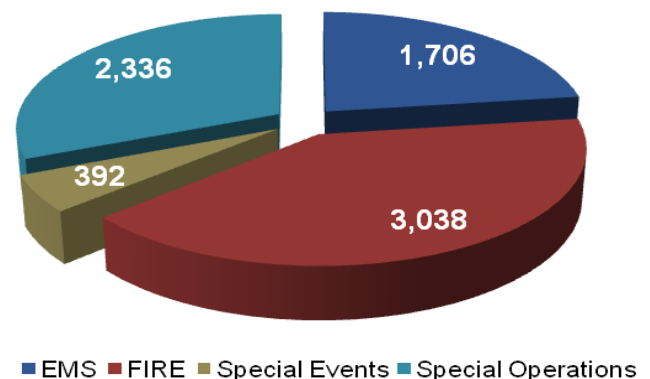


The Fire Prevention division works diligently on the fire inspection process. These efforts, which help prevent injuries, include performing critical examinations of businesses in order to identify and resolve potential hazards and safety issues for the community. They play a critical role in fire prevention by inspecting sprinkler and fire detection systems.

Training Instructional Hours By Class Type

FY 2010 Training Instructional Hours by Type

The Fire Rescue team prepares for emergencies through training. They run mock drills and specialized teams (like Special Operations) preparing for low frequency, high risk emergencies such as fuel spills, chemical incident mitigation, flooding rescues, and building rescues. In support of Arlington's entertainment district, numerous hours are spent preparing staff on how to prevent and mitigate various emergencies.

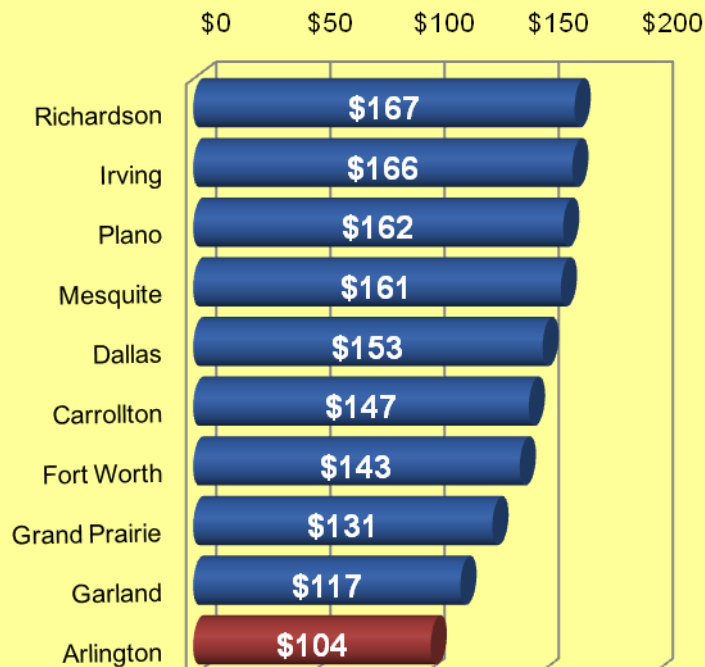


Performance

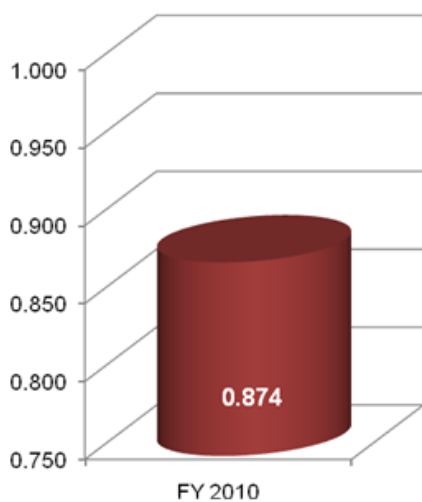
Effectiveness

FY 2010 Fire Department Funding per Capita

Source: City of Irving



Fire General Fund Employees (Sworn and Civilians) per 1,000 Population ⁽¹⁾

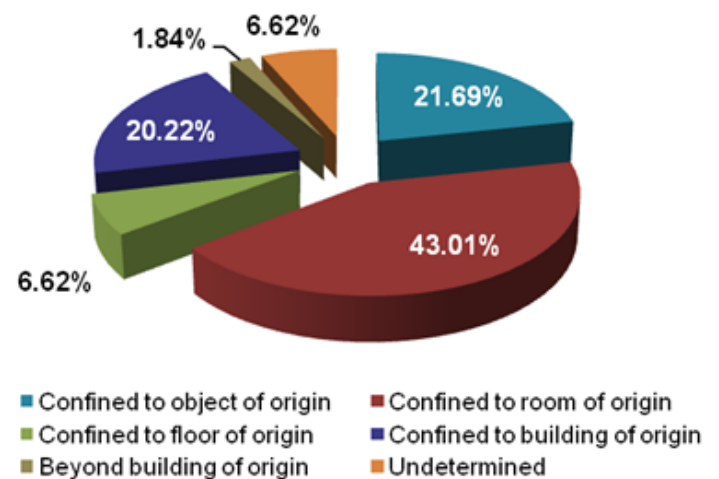


⁽¹⁾2010 Population Reference from the North Central Texas Council of Governments.

Effectiveness KPIs measure work performed to the resources available related to cost. Three of the KPIs the Arlington Fire Department track are:

1. "Funding per Capita" captures the cost benefit the Fire Department provides to the community and compares its value to other major Metroplex cities.
2. "Employees per 1,000 Population" represents both sworn and civilian employee productivity levels at less than one AFD employee serving the needs of 1,000 citizens.
3. "Structure Fires by Fire Spread" represents the number of structure fires that are confined to either the object or room in which the fire started. In Arlington, 65% of structure fires are confined to the object or room of origin.

FY 2010 Structure Fires by Fire Spread



Total Response Time

Turnout

Time from notification of emergency until departure.

Goal: One Minute

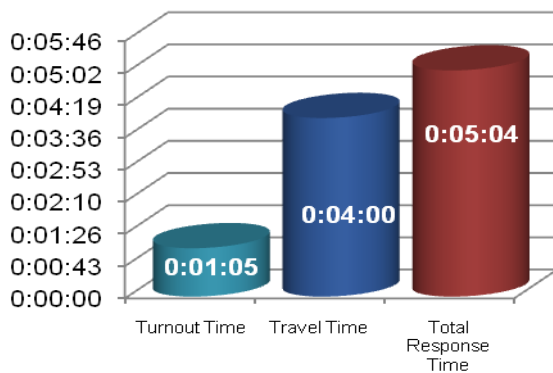
Travel

Time from departure until arrival at incident location.

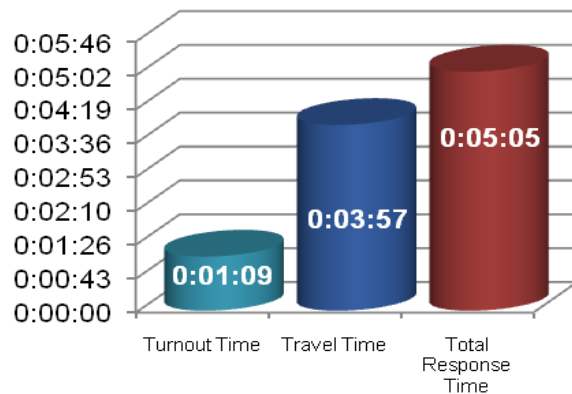
Goal: Four Minutes

First Unit On Scene Average Response Time

EMS Situations Found

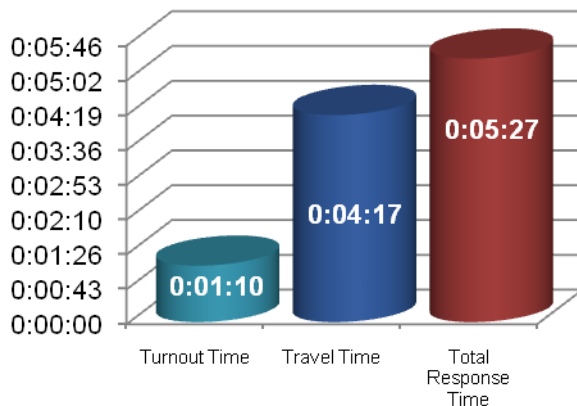


All Fire Situations Found

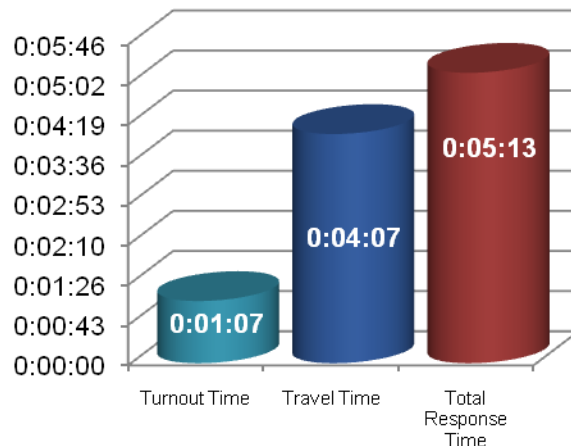


First Unit On Scene Average Response Time

All Other Emergency Situations Found



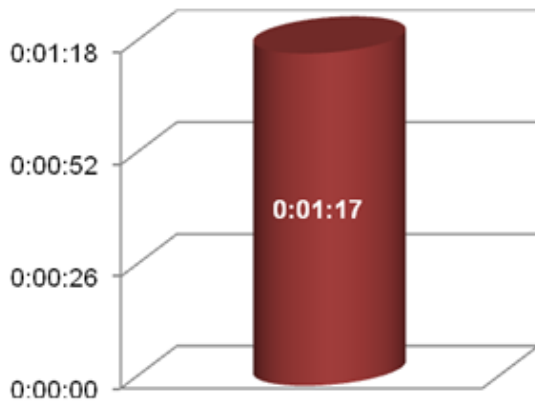
Overall Situations Found



Performance

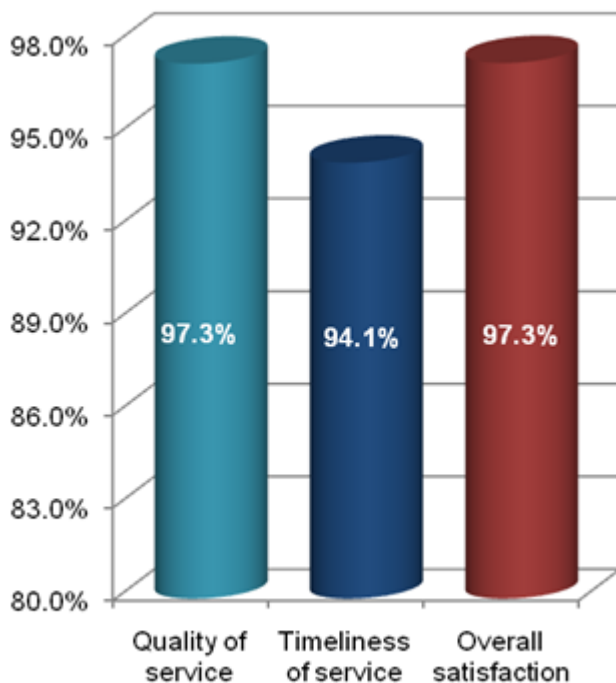
Results/Outcome

Two-In/Two-Out Elapsed Time Between the First and Second Unit Arriving on a Structure Fire



The two-in/two-out standard is a safety precaution that helps decrease the risk of injury and death for fire fighters. It ensures there are at least two firefighters outside during an interior structural fire, prepared to enter, if necessary, to rescue the firefighters inside.

Community Satisfaction of The Arlington Fire Department. ⁽¹⁾



FY 2010	
Certified Tax Roll Valuation	\$18,132,322,248
Estimated Fire Dollar Loss	\$8,495,895
Percent of Property Value Lost	0.05%
Percent of Property Value Protected	99.95%
Fire Loss Per Capita	\$23

FY 2010	
Firefighter Fatalities	1
Firefighter Injuries	81
Citizen Fatalities	3
Citizen Injuries	32

⁽¹⁾ Based on the last calendar year survey available for 2009



Editors: Don Crowson and Janice Williams; Data and Design: Nicole Cupps; Production: Brenda Horton

